

## The Influence of Job Satisfaction and Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior (OCB) as an Intervening Variable at PT. Bank Rakyat Indonesia (Persero) Iskandar Muda Branch

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### ABSTRACT

This study examines the relationship between organizational citizenship behavior (OCB), job satisfaction, and organizational commitment as they relate to employee performance at the Iskandar Muda branch of PT. Bank Rakyat Indonesia. Results from a path study of 92 workers show that OCB is strongly affected by factors including job satisfaction and organizational commitment. Not only that, but employee performance is positively affected by both of these criteria. Organizational citizenship behavior (OCB) acts as a go-between for three factors: work happiness, loyalty to the company, and productivity.

## **INTRODUCTION**

As a result of globalization, rivalry among businesses is heating up, both at home and abroad. In order to progress, businesses need to have HR policies and plans. When it comes to reaching corporate objectives, human resource management (HRM) plays a crucial role. Improving the quality of human resources is the goal of human resource management, which entails planning, organizing, overseeing, and managing. Improved HR performance, including higher levels of employee happiness on the job, is essential for the organization to achieve its objectives (Amelia et al. 2022). A company that excels in managing its people resources is a successful corporation.

In order to offer the greatest service, any firm must be able to compete. Each employee's position is vital to providing the finest service. If you want your employees to perform at their best, you need to create an environment where they can do so. The success or failure of an organization is heavily dependent on the performance of its employees. A worker's output is one indicator of the quality of their work that an employer might use to evaluate them. Because of the interdependence between the two, the company's predetermined goals can be achieved with the help of improved employee performance. Job satisfaction and a respectable level of organizational commitment are two forms of support that can motivate workers to do a good job.

The term "performance" refers to how well an individual does their work. To find out how hard workers have worked, the best way to evaluate them is by looking at their performance. If the people or personnel responsible for carrying out the plan are unqualified and lack high levels of work enthusiasm, then all the well-planned execution will have been for naught (Muis, et al., 2018). Human resources are the most important factor in achieving good performance. For this reason, workers need to step up their game if the organization wants to achieve its goals and remain in business for the long haul (Prayogi et al., 2019). Periodic performance evaluations are also necessary for determining whether workers have done a good job.

An employee's performance is evaluated through a formal process known as a performance evaluation. At PT. Bank Rakyat Indonesia (Persero) Iskandar Muda Branch, we use the SMK (Performance Management System) evaluation tool to conduct performance reviews with our employees once every two months. The goal is to help them become more efficient workers and to raise overall company productivity.

The following is the Form of Assessment and Data for Employee Performance Assessment at PT. Bank Rakyat Indonesia (Persero) Iskandar Muda Branch in 2022-2023.

Through the phenomenon that occurred at PT. Bank Rakyat Indonesia (Persero) Iskandar Muda Branch above, it is known that there are still employees who feel treated unfairly by the company or other employees which results in these employees not having a high organizational commitment to the company so that employees also get less satisfaction in working. In addition, the company also requires employees to be able to achieve targets and develop the company and also to realize this, there must be fair treatment given by the company to

employees. This can be seen from the treatment of employees who have worked for a long time at Bank BRI towards employees who have just worked at the Bank.

The researcher is considering undertaking a study with the following title in light of the situation described above: "The Influence of Job Satisfaction and Organizational Commitment on Performance Through Organizational Citizenship Behavior (OCB) as an Intervening Variable at PT. Bank Rakyat Indonesia (Persero) Iskandar Muda Branch".

## **LITERATURE REVIEW**

### ***Employee performance***

Since employee performance affects a company's success, it stands to reason that every business will work to improve employee performance in order to achieve its objectives. A person's performance in the workplace is defined as their level of success as evaluated against the goals and objectives of the organization. A person's performance is determined as their output at work, measured against predetermined quality and quantity benchmarks. The output of an employee's work, as evaluated against predetermined standards, is known as performance. (Judge and Robbins, 2022) Colquitt et al. (2022) states that the official definition of employee performance is the value of an employee's activities that contribute to the accomplishment of organizational goals, whether those actions impact favorably or negatively.

### ***Job satisfaction***

A person's level of contentment with their work is characterized by their level of job satisfaction (Gazi, et al, 2022). According to Onyemah et al. (2018), when employees are satisfied with their jobs, they have a good attitude toward their work and are able to handle any challenges that come their way. If an employee claims to be highly satisfied with their profession, it's because they enjoy and take pride in what they do for a living (Noermijati, et al., 2022). Reality and the return on investment of one's time and energy constitute the yardsticks by which one's level of contentment is measured (Cheng, 2021).

Numerous factors impact an individual's level of job satisfaction, which is determined as their overall attitude toward their job. Extrinsic elements, including pay, working environment, and interpersonal interactions, are just as significant as intrinsic ones, such as the job's intrinsic nature and recognition for accomplishment. To better understand the interplay and impact of these elements on work satisfaction, theoretical frameworks including two-factor theory, equity theory, and expectation theory are helpful. One possible outcome of job satisfaction is organizational citizenship behavior (OCB), which is characterized by increased engagement and loyalty on the part of employees.

### ***Organizational Commitment***

A person's level of contentment with their work is characterized by their level of job satisfaction (Gazi, et al, 2022). According to Onyemah et al. (2018), when employees are satisfied with their jobs, they have a good attitude toward their work and are able to handle any challenges that come their way. If an employee claims to be highly satisfied with their profession, it's because they enjoy and take pride in what they do for a living (Noermijati, et al., 2022). Reality

and the return on investment of one's time and energy constitute the yardsticks by which one's level of contentment is measured (Cheng, 2021).

The degree to which an employee feels emotionally invested in, obligated to, and wants to remain a part of their organization is a measure of their organizational commitment. There are many different kinds of commitment, including affective, continuation, normative, identification, and attitude commitment. Leadership, culture, fairness, and opportunity for professional growth are some of the factors that impact organizational commitment. Staff members with a high level of commitment are more invested in the success of the company and are more likely to go above and beyond the call of duty to assist their colleagues or take part in group outings.

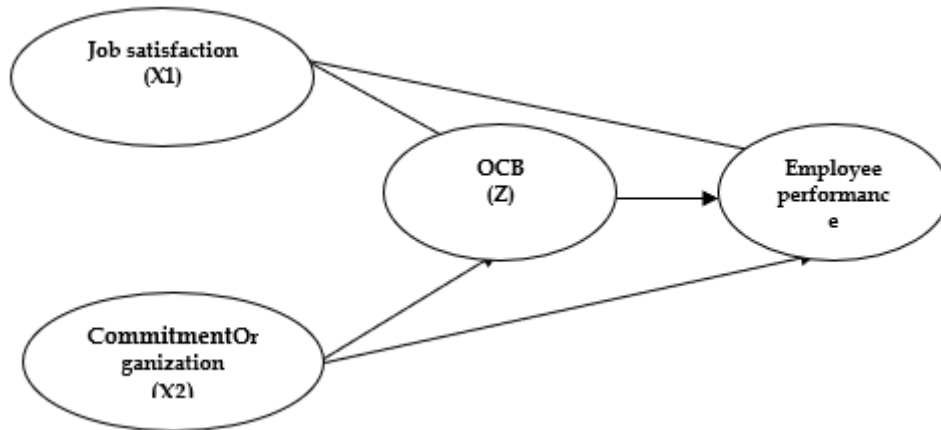
### ***Organizational Citizenship Behavior (OCB)***

This notion was initially proposed by Organ and Bateman in 1983 under the name Organizational Citizenship Behavior (OCB). Organizational citizenship behavior (OCB) is defined as actions taken by employees that benefit the organization and its goals, without expecting anything in return.

Employees engage in organizational citizenship behavior (OCB) when they voluntarily go above and beyond their official responsibilities to help the organization succeed. Multiple research has found other characteristics of organizational citizenship behavior (OCB), beyond the five primary ones already listed. These dimensions include things like organizational spontaneity and prosocial behavior. Employees' organizational citizenship behavior (OCB) is impacted by factors such as job satisfaction, organizational commitment, personal traits, and company culture. Organizational citizenship behavior (OCB) has beneficial effects on people, teams, and businesses in the form of enhanced performance, less employee turnover, and a more pleasant work environment.

### ***Relationship Between Concepts***

Organizational citizenship behavior (OCB), organizational commitment (OC), and job satisfaction are all intricately related. Satisfaction with one's work life has a multiplicative effect on organizational citizenship behavior (OCB). On the flip side, when OCB is strong, it can increase job satisfaction and loyalty to the company. Both the relationship between the independent variables and moderating factors, such as corporate culture and transformational leadership, can be amplified or diminished. Moreover, mediating factors like felt justice can shed light on the mechanisms behind these variables' interaction with one another.



**Figure 1. Conceptual Framework.**

**METHODOLOGY**

This study employed a quantitative and associative research strategy. To find the link of influence between two variables, the associative approach uses two or more variables. And in the Iskandar Muda Branch of PT. Bank Rakyat Indonesia, we want to find out how OCB, an intervening variable, affects the relationship between job satisfaction, organizational commitment, and performance.

Sugiyono (2022:15) explains that quantitative methods are a kind of positivist research that seeks to describe and test hypotheses by studying specific populations or samples, collecting data using research instruments, and analyzing the results quantitatively or statistically.

**RESEARCH RESULT**

*Respondent Characteristics*

The PT. Bank Rakyat Indonesia (Persero) Tbk. Iskandar Muda Medan Branch Office was the location of 92 of the respondents in this survey. We characterize respondents according to their gender, age, level of education, and duration of employment.

Table 1. Respondent Characteristics Based on Gender

Gender	Number of people	Percentage%
Man	38	41.3
Woman	54	58.7
<b>Amount</b>	<b>92</b>	<b>100</b>

*Source: Research Results, 2024 (Data processed)*

Table 2. Respondent Characteristics Based on Age

Age	Number of people	Percentage%
20-30 Years	60	65.2
31-40 Years	18	19.6
>41Years	14	15.2
<b>Amount</b>	<b>92</b>	<b>100</b>

*Source: Research Results, 202 4 (Processed data)*

Table 3. Respondent Characteristics Based on Last Education

Education	Number of people	Percentage %
D3	41	44.6
S1	51	55.4
<b>Amount</b>	<b>92</b>	<b>100</b>

Source: Research Results, 2024 (Processed data)

Table 4. Respondent Characteristics Based on Length of Service

Length of work	Number of people	Percentage %
< 1 Year	4	4.3
1-5 Years	48	52.2
5-10 Years	23	25.0
>10 Years	17	18.5
<b>Amount</b>	<b>92</b>	<b>100</b>

Source: Research Results, 2024(Data processed)

Table 5. Respondent Characteristics Based on Marital Status

Marital status	Number of people	Percentage%
Not married yet	42	45.7
Marry	50	54.3
<b>Amount</b>	<b>92</b>	<b>100</b>

Source: Research Results, 2024 (Processed data)

1. The 5% alpha value is less than the 0.005 significance value of the work satisfaction measure ( $<0.05$ ). According to the hypothesis, we can conclude that H1 is true and H0 is false. Employee performance is positively and significantly impacted by the job happiness variable.
2.  $0.019 < 0.05$ , the significant value of the organizational commitment variable, is less than the alpha value of 5%. It follows from the hypothesis that H0 is rejected and H2 is accepted. As a result, there is a positive and statistically significant relationship between organizational commitment and employee performance.
3. The OCB variable's significance value of 0.001 is less than the alpha value of 5% ( $0.001 < 0.05$ ), indicating weak organizational citizenship behavior. It follows from the hypothesis that H0 is rejected and H2 is accepted. Employee performance is positively and significantly impacted by the corporate citizenship behavior characteristic.

Organizational citizenship conduct functions as a mediator between organizational commitment and employee performance, as demonstrated by the Sobel test results, which reveal a p-value of  $0.041 < 0.05$ . When looking at the results of the hypothesis tests between the variables, this table provides a good summary:

Table 6. Summary of Results of Hypothesis Influence

No.	Hypothesis	Positive/Negative	Significant/ No Significant	Information
1.	There is a favorable and statistically significant relationship between job satisfaction and organizational citizenship behavior.	Beta Value=0.691 <b>(Positive)</b>	0.000<0.05 <b>(Significant)</b>	Accepted
2.	The relationship between organizational commitment and organizational citizenship behavior is favorable and statistically significant.	Beta Value=0.213 <b>(Positive)</b>	0.003<0.05 <b>(Significant)</b>	Accepted
3.	Employee performance is positively and significantly impacted by job satisfaction.	Beta Value=0.314 <b>(Positive)</b>	0.005<0.05 <b>(Significant)</b>	Accepted
4.	Employee Performance is Favorably Affected by Organizational Commitment.	Beta Value=0.191 <b>(Positive)</b>	0.019 <0.05 <b>(Significant)</b>	Accepted
5.	<i>There is a favorable and statistically significant relationship between organizational citizenship behavior and employee performance.</i>	Beta Value=0.390 <b>(Positive)</b>	(0.001 < 0.05) <b>(Significant)</b>	Accepted
6.	Employees' organizational citizenship behavior is positively and significantly impacted by job satisfaction, which in turn affects employee performance.	Beta Value=0.269 <b>(Positive)</b>	0.000<0.05 <b>(Significant)</b>	Accepted
7.	Employee Performance is Positively and Significantly Affected by Organizational Commitment as Measured by Organizational Citizenship Behavior	Beta Value=0.090 <b>(Positive)</b>	0.041<0.05 <b>(Significant)</b>	Accepted

## **DISCUSSION**

### ***Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.***

Job satisfaction is positively and significantly correlated with organizational citizenship behavior (OCB), according to the results of the tests. As a result, we may accept Hypothesis 1, which states that OCB conduct is positively correlated with employee work satisfaction..

Robbins and Judge (2018) also stated that if employee job satisfaction increases, it will encourage increased organizational citizenship behavior (OCB) in employees. Factors that contribute to employee job satisfaction at PT. Bank Rakyat Indonesia Iskandar Muda branch office include fair management policies, recognition of work performance, work balance and healthy relationships in the workplace.

Based on the distribution of respondents' answers to the job satisfaction variable, it can be seen in statement 13, namely "The company is always fair in giving salaries to employees", getting an average value of 3.88 which means agreeing in this case means that employees are satisfied with the Company's policy in implementing a fair salary/wage system, this shows that PT. Bank Rakyat Indonesia Iskandar Muda branch office has implemented things that can foster job satisfaction in employees which can later give rise to OCB behavior in employees. Therefore, companies that succeed in creating job satisfaction can encourage OCB behavior that is beneficial to the organization as a whole.

This study's findings corroborate those of (Fernanda & Puspita Dewi, 2019), which found that job satisfaction is one of the elements that can affect organizational citizenship behavior (OCB). Something good will come out of a company when its personnel are happy in their jobs. Where workers are more likely to follow instructions when given tasks to do around the office. Also, a study by Nafi and Sri (2017) found that OCB is positively correlated with job happiness among CV Elfa's Kudus employees. Specifically, the researchers found that OCB was more prevalent among employees who reported greater levels of job satisfaction.

### ***Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior.***

From the data, we can deduce that OCB is positively and significantly impacted by organizational commitment. This confirms the second hypothesis, which states that OCB conduct is more likely among personnel with a high level of organizational commitment in the Iskandar Muda branch office of PT. Bank Rakyat Indonesia. This demonstrates that OCB is positively impacted by organizational commitment, as it enhances employee loyalty, sense of belonging, and desire to willingly assist the organization. According to Robbins and Judge (2022), an individual's level of organizational commitment is determined by how much they identify with the organization and their expectations and aspirations for staying in their current position. Employees are more likely to exhibit OCB behavior, such as going above and beyond to assist colleagues or support corporate goals, when they are personally motivated to do so by this commitment.

Based on the distribution of respondents' answers to the Organizational commitment variable, it can be seen that 75% of employees agree to stay in the company because of their own wishes, 70% of employees also agree to stay no matter what happens in the company, in addition 67% of employees agree to have a strong attachment to the company, in this case it means that employees at PT. Bank Rakyat Indonesia Iskandar Muda branch office already have a good commitment to the Company. Therefore, PT. Bank Rakyat Indonesia Iskandar Muda branch office needs to maintain and improve employee organizational commitment to encourage better OCB behavior that can improve employee performance optimally.

There is a direct correlation between high organizational commitment and enhanced OCB among banking personnel, according to this study's findings (Setyawan & Hidayat, 2023). Organizationally committed behaviors (OCBs) including upholding the firm's reputation, going above and beyond, and supporting company goals are more likely to be displayed by employees who have an emotional and normative attachment to the organization. Furthermore, OCB is significantly enhanced by organizational commitment, according to research (Venny Ramadhaniar et al., 2021). Volunteering their time and energy, going above and beyond to assist colleagues, and generally making a positive impact on the company are all signs of a highly committed employee.

***Job satisfaction has a positive and significant effect on employee performance.***

Job happiness is positively and significantly correlated with performance, according to the results of the tests. This confirms the third hypothesis, which states that workers at the PT. Bank Rakyat Indonesia Iskandar Muda branch office will be more productive if they are happy in their jobs. This demonstrates that content workers are more likely to put up their best effort and provide higher-quality results.

Research out of the Iskandar Muda branch office of PT. Bank Rakyat Indonesia indicated that happy workers are more productive workers. Evidence of this can be found in the distribution of work satisfaction responses, the results obtained were good, where in the statement 13 employees agreed that the Company had always been fair in giving salaries to employees with an average value of 3.88, in addition to the statement 12 employees agreed that their work environment was supportive in working with an average value of 3.78, this means that employees at PT. Bank Rakyat Indonesia Iskandar Muda branch office already have good job satisfaction, because compensation, relationships between colleagues, work environment, and career development opportunities are factors that can affect employee performance.

In theory, performance is positively impacted by job satisfaction. This is because, according to the theory, engaged, motivated, and hard-working individuals are more likely to achieve good results. Several factors such as achievement, recognition, well-being, and good relationships in the workplace also support this relationship. Therefore, creating an adequate work environment and meeting employee needs can be an important strategy for organizations to improve overall performance.

The results of this study are in line with those conducted by Sudirman (2017) who found that increasing job satisfaction at Bank BRI is directly related to increasing employee productivity. High job satisfaction makes employees more active and committed to their work, which has an impact on better performance results. This study also revealed that satisfied employees are better able to face challenges at work and can solve problems more effectively. In addition, research conducted by (Sopandi & Munji, 2022) also found that there is a positive and significant influence between job satisfaction and employee performance.

### ***Organizational Commitment has a positive and significant effect on Employee Performance***

Employee performance is positively and significantly impacted by organizational commitment, according to the test results. The results support Hypothesis 4, which states that a higher level of organizational commitment to employees leads to better performance. Because of this positive correlation, it stands to reason that highly committed workers are more likely to go above and beyond in their work to help the company reach its objectives.

The results show that the employees at PT. Bank Rakyat Indonesia, Iskandar Muda branch office already has good organizational commitment, which can encourage and improve their performance. The total average value of respondents' answers is 3.69, which is good.

Performance in the Iskandar Muda branch office of PT. Bank Rakyat Indonesia is heavily influenced by employees' level of organizational commitment. People are more likely to be loyal, put in extra effort, and feel a stronger connection to the organization's goals when they have a high level of commitment to their work. This, in turn, motivates them to perform at their best.

This study's findings corroborate those of (Kasmir, 2019), which found that organizational commitment significantly affects workers' productivity and efficiency on the job. This study highlights the significance of affective commitment in enhancing motivation for work. In addition, other research conducted by (Utami Ningsih, 2018) states that employees with high organizational commitment tend to show a greater level of dedication to their work, which has a significant impact on achieving organizational targets.

### ***Organizational Citizenship Behavior has a positive and significant effect on Employee Performance***

Results from the tests show that OCB (Organizational Citizenship Behavior) significantly improves workers' productivity. The results of the study support Hypothesis 5, which states that high levels of organizational citizenship behavior (OCB) among employees are associated with increased performance.

The results showed that it was good according to the distribution of the Organizational Citizenship Behavior (OCB) variable. Workers at the PT. Bank BRI Iskandar Muda branch office has indicated their willingness to go above and beyond the call of duty in statement 7, with an average response value of 3.55; similarly, in statement 9, with an average response value of 3.72, workers have indicated their agreement to be required to consider the company's development.

If the Iskandar Muda branch office of PT. Bank Rakyat Indonesia is serious about long-term sustainability and efficiency, it must prioritize the development of this OCB behavior. Companies can foster the development of organizational citizenship behavior (OCB) by providing a supportive work environment, rewarding employees for their efforts, and having leaders who inspire their employees. Organizational citizenship behavior (OCB) boosts both individual and company performance and reputation (Al-Sada et al., 2021). Increased productivity, teamwork, job happiness, and adaptability are just a few of the ways in which OCB positively affects employee performance.

Consistent with this, OCB is a key factor in the success of Perum BULOG Kanwil Maluku and North Maluku's employees (Siti & Sriathi, 2022). The results of this study show that fostering more organizational citizenship behavior (OCB), which includes traits such as generosity and civic virtue, can lead to more productive employees. Another study found that OCB boosts performance, particularly when paired with elements that encourage employee agency and confidence in their own abilities (Dessi and Suyatmin, 2021). The significance of individual agency in enhancing productivity is shown by this study. These findings provide credence to the idea that OCB can play a significant role in helping businesses improve their performance.

***Job satisfaction has a positive and significant effect on employee performance through organizational citizenship behavior.***

A positive and statistically significant relationship between job satisfaction and organizational citizenship behavior (OCB) and performance on the job was found by the path analysis. This supports the sixth hypothesis, which states that job satisfaction has a direct positive effect on employee performance and that organizational citizenship behavior (OCB) mediates this relationship to a greater extent.

According to Organ, OCB experts first defined this concept and stated that OCB is often influenced by job satisfaction. Satisfied employees are more likely to engage in OCB, which ultimately increases effectiveness within the organization. In addition, Robbins and Judge (2017) in the book *Organizational Behavior*, they explain that job satisfaction is an important factor in creating positive behaviors such as OCB, which then contribute to significant performance improvements.

Based on the distribution of answers for the job satisfaction variable, the results obtained are good with a total average of 3.54 respondents. This can be seen from 75% of employees who answered agreeing with the statement that the company is fair in providing salaries to employees according to the performance achieved by the employee, in addition 65% of employees agree with the statement that the work environment supports work. Therefore, PT. Bank Rakyat Indonesia Iskandar Muda branch office can improve employee performance optimally by creating good job satisfaction so that it can directly build OCB behavior. Job satisfaction is consistently found as the main factor that drives OCB where OCB behavior then becomes a strong link towards improving employee performance, both individually and in a team context. This emphasizes the

importance of organizational strategies to improve job satisfaction through fair incentives, training, and a supportive work environment.

The results of this study are in line with research conducted by (Utami, 2023) This study focuses on the direct relationship between job satisfaction and OCB and its impact on employee performance. High job satisfaction, such as positive relationships with superiors and a supportive work environment, encourage employees to demonstrate OCB. This increases overall work efficiency, especially in organizations with hierarchical structures such as banking. In addition, similar research was also conducted (Zoghbi-Manrique-de-Lara et al., 2023) showing that increased job satisfaction strengthens the role of OCB as a mediator in improving employee performance. This study emphasizes that satisfied employees tend to perform tasks outside their job descriptions, which ultimately increases the overall effectiveness of the organization.

***Organizational Commitment has a positive and significant effect on Employee Performance through Organizational Citizenship Behavior***

The path analysis proved that OCB (Organizational Citizenship Behavior) is a key intermediary between organizational commitment and employee performance. The study's findings support Hypothesis 7, which states that OCB conduct might increase organizational commitment to employees, leading to improved performance. Particularly via the function of Organizational Citizenship Behavior (OCB), organizational commitment significantly impacts employee performance.

Based on the distribution of answers to the organizational commitment variable, it was found that the average respondent's answer was predominantly yes with a total value of 3.69, this is known from the answers of respondents who agree with the statement that whatever happens, employees will remain in the company, and so is the statement that employees choose to continue working because of their own wishes. This proves that employees at PT. Bank Rakyat Indonesia (Persero) Tbk. Iskandar Muda Medan Branch Office already have a good organizational commitment to the company,

In this case, PT. Bank Rakyat Indonesia (Persero) Tbk. Iskandar Muda Medan Branch Office needs to further strengthen organizational commitment through development programs, open communication, and performance recognition to encourage OCB. These steps can produce employees who not only fulfill their formal duties but also contribute proactively to the overall goals of the organization. Thus, strong organizational commitment can affect employee performance through increased OCB behavior, which is an important factor in achieving organizational goals effectively.

This is in line with research conducted by (Udayana and Suwandana, 2017) showing that organizational commitment has a positive and significant relationship with OCB. This happens because employees with high levels of organizational commitment feel connected to the values of the organization and are more motivated to contribute beyond their job descriptions. Organizational commitment affects OCB, which in turn improves employee performance. Recent research confirms that increasing organizational commitment, for example through effective communication and employee appreciation, can significantly

improve their performance directly and indirectly. In addition, other research conducted by (Tian et al., 2020) found that employees who have high commitment to the organization show better levels of OCB, which has implications for higher performance.

## CONCLUSIONS AND RECOMMENDATIONS

The following inferences are possible from this study's findings:

1. Employees at PT. Bank Rakyat Indonesia (Persero) Tbk.'s Iskandar Muda Medan Branch Office reports higher levels of job satisfaction and more OCB when compared to those at other branches.
2. Organizational commitment has a good and significant effect on the organizational citizenship behavior (OCB) of the employees of PT. Bank Rakyat Indonesia (Persero) Tbk. Iskandar Muda Medan Branch Office. This shows that OCB is promoted by organizational commitment, which can boost the branch's efficacy.
3. PT. Bank Rakyat Indonesia (Persero) Tbk.'s Iskandar Muda Medan Branch Office has found a favorable and statistically significant correlation between happy workers and productive ones.
4. A great illustration of how organizational commitment may greatly influence staff performance is the Iskandar Muda Medan Branch Office of PT. Bank Rakyat Indonesia (Persero) Tbk.
5. Organizational citizenship behavior (OCB) is thought to have a favorable and substantial effect on employee performance, according to PT. Bank Rakyat Indonesia (Persero) Tbk. Iskandar Muda Medan Branch Office personnel.
6. The impact of job happiness on performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Iskandar Muda Medan Branch Office is moderated by organizational citizenship behavior (OCB), suggesting that job contentment is positively and significantly correlated with performance.
7. OCB mediates the favorable and statistically significant relationship between organizational commitment and employee performance at the Iskandar Muda Medan Branch Office of PT. Bank Rakyat Indonesia (Persero) Tbk.

## ADVANCED RESEARCH

Based on the limitations of this study, it is expected that further researchers can expand the scope of their research to examine other banking offices outside this study. In addition, other variables can also be added such as work culture, work motivation, work environment, employee competence and development, and others.

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